

SECRET

5 November 1968

MEMORANDUM FOR THE RECORD

SUBJECT: CS SENIOR SEMINAR -- Interview with [] 25X1A

25X1A

[]

25X1A

25X1A

25X1A

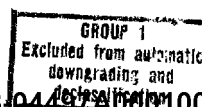
25X1A

25X1A

25X1A

1. On 30 October I had a long, far-ranging conversation with [] quite a bit of it not directly applicable to the Seminar. [] believes that a Senior Seminar cannot be truly productive until the Clandestine Services has developed doctrine. Except in the field of tradecraft, he noted, the CS does not have doctrine as, say, the infantry or the artillery has doctrine. It is now time, [] said, to plow some of the capital of our experience back into the CS -- something which is virtually impossible considering the pace at which senior CS officials must work. [] also said that he, personally, had seen or participated in the evolution of doctrine within the CS on two occasions. Upon his return from [] he was a member of a standing group which met for some six years for a couple hours during the evening. The group concerned itself with a special facet of doctrine for nuclear warfare, and -- because of the way the doctrine was refined -- it stood up very well. [] also used regional conferences for his Chiefs of Station in NE as a means for hammering out doctrine in certain areas. These conferences started out as rather structured affairs, with everyone around the table making a presentation. On the second or third day the conference became more spontaneous and, stimulated by the views of others, the participants were able to offer more interesting contributions. The resultant refinement process was then quite productive.

SECRET



SECRET

2. I suggested that it was exactly this -- a product of "doctrinal" character -- that was different and unique about the proposed Seminar, and that really what was being proposed was similar to what he had described. Nevertheless, [REDACTED] felt that one could not have a meaningful Seminar until one had a doctrinal base. Therefore, he considered the Seminar idea premature. The Divisions, he noted, are already over extended and, therefore, he felt, it would be a mistake to "escalate" training to the level indicated.

25X1A



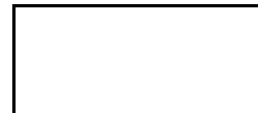
25X1A

Coordinator,
CS SENIOR SEMINAR

Addendum

The interview reported above began with a prepared, brief exposition of the origin and nature of the CS Senior Seminar proposal, the modifications which resulted from the written responses to the draft proposal (not prepared by OTR), and a request for further comments and, particularly, identification of "vital, current CS problems."

25X1A



SECRET